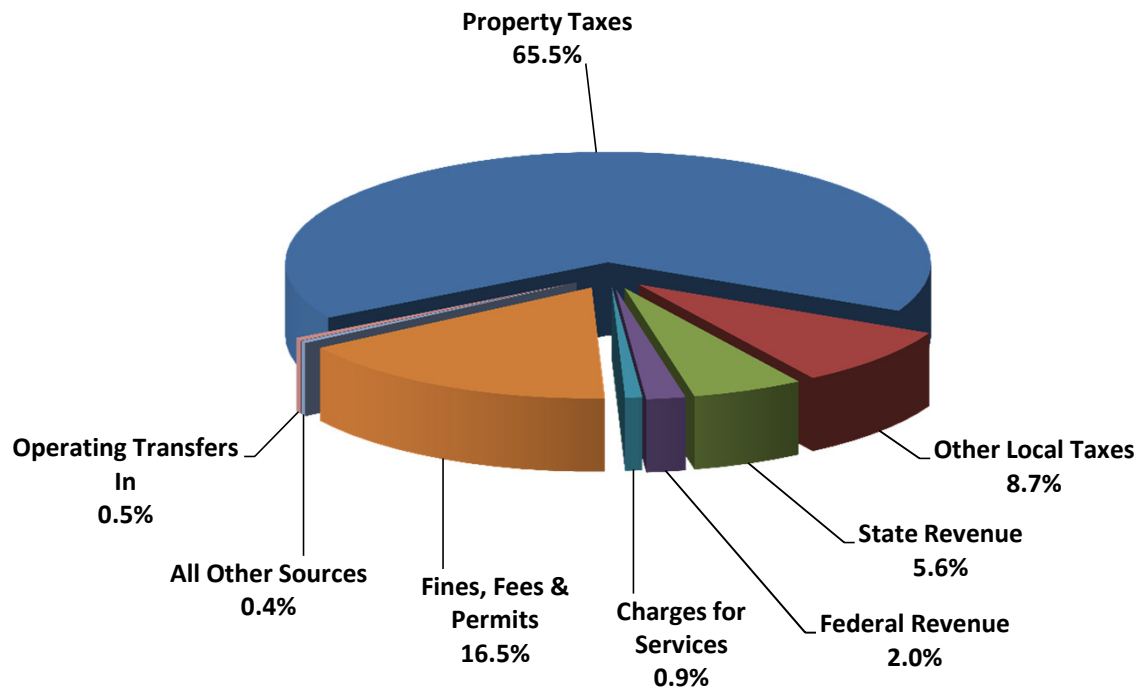


GENERAL FUND SUMMARY



FY17 ADOPTED BUDGET

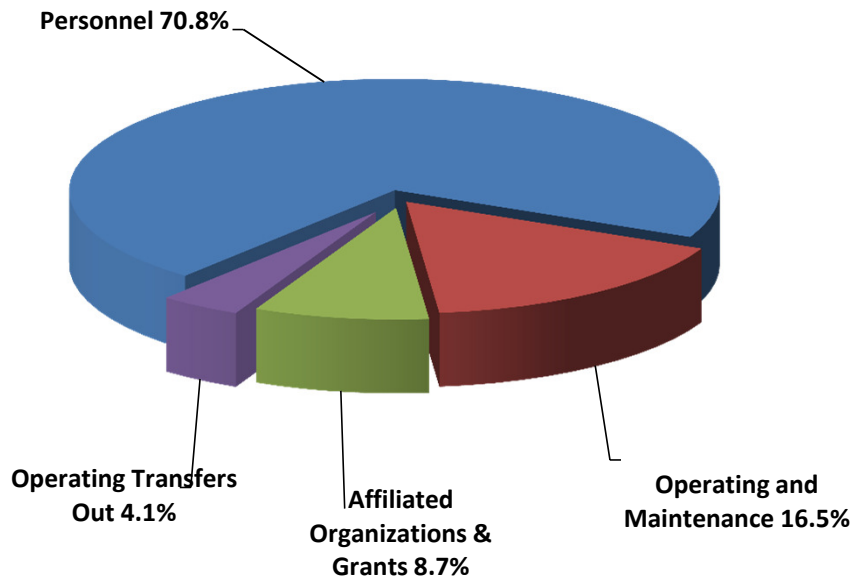
Where the Money Comes From....



SOURCES OF FUNDS:

	<u>FY17 Adopted</u>	<u>FY16 Amended</u>
<u>Revenue:</u>		
Property Taxes	\$ 254,833,000	\$ 250,825,000
Intergovernmental-State	21,687,200	21,857,298
Other Local Taxes	33,989,000	31,730,000
Fines, Fees & Permits	64,161,000	63,907,000
Intergovernmental-Federal	7,619,417	8,262,293
Charges for Services	3,326,941	3,707,250
Other Revenue/Interest Income	701,700	677,400
Subtotal	<u>386,318,258</u>	<u>380,966,240</u>
<u>Other Sources:</u>		
Planned Use of Fund Balance	7,800,000	1,634,603
Operating Transfers In	1,789,545	1,918,708
Other Financial Sources	700,000	600,000
Subtotal	<u>10,289,545</u>	<u>4,153,311</u>
Total Appropriation Sources	<u>\$ 396,607,803</u>	<u>\$ 385,119,552</u>

.....and Where the Money Goes



USE OF FUNDS:

	<u>FY17 Adopted</u>	<u>FY16 Amended</u>
Personnel	\$ 280,712,552	\$ 272,353,802
Operating and Maintenance *	65,390,169	63,025,691
Affiliated Organizations & Grants	34,408,729	33,873,729
Operating Transfers Out	16,096,352	15,866,329
Total Appropriation Uses	<u>\$ 396,607,803</u>	<u>\$ 385,119,552</u>

* Includes any spending contingencies or restrictions

Personnel expenses represent the largest use of funds for General Fund Operations

Prime Accounts

General Fund

ACCT	DESCRIPTION	FY13 ACTUAL	FY14 ACTUAL	FY15 ACTUAL	FY16 AMENDED	FY17 ADOPTED
40 - Property Taxes		(243,102,953)	(246,933,781)	(252,568,770)	(250,825,000)	(254,833,000)
41 - Other Local Taxes		(30,987,178)	(34,048,774)	(32,350,887)	(31,730,000)	(33,989,000)
43 - Intergovernmental - State		(19,448,535)	(19,588,987)	(20,557,391)	(21,857,298)	(21,687,200)
44 - Intergovernmental - Federal & Local		(7,576,952)	(11,270,945)	(7,258,450)	(8,262,293)	(7,619,417)
45 - Charges for Services		(3,429,291)	(3,360,557)	(3,753,190)	(3,707,250)	(3,326,941)
46 - Fines, Fees & Permits		(63,598,246)	(64,612,993)	(64,200,149)	(63,907,000)	(64,161,000)
47 - Other Revenue		(425,431)	(272,660)	(815,237)	(284,000)	(303,200)
48 - Investment Income		(360,385)	(371,433)	(382,754)	(393,400)	(398,500)
TOTAL REVENUE		(368,928,971)	(380,460,129)	(381,886,828)	(380,966,240)	(386,318,258)
51 - Salaries-Regular Pay		176,045,600	175,798,253	180,675,683	202,250,380	206,233,953
52 - Salaries-Other Compensation		12,249,170	12,390,954	13,061,781	13,743,666	15,137,373
55 - Fringe Benefits		68,733,373	76,667,703	73,249,798	74,853,882	76,677,776
56 - Vacancy Savings		-	-	-	(18,494,126)	(17,336,550)
TOTAL SALARIES		257,028,143	264,856,910	266,987,262	272,353,802	280,712,552
60 - Supplies & Materials		9,338,760	9,440,639	8,642,828	9,195,426	8,836,544
64 - Services & Other Expenses		7,709,328	7,434,157	7,280,512	10,390,739	10,750,936
66 - Professional & Contracted Services		28,746,313	29,825,253	30,412,379	33,682,922	34,484,572
67 - Rent, Utilities & Maintenance		13,528,961	13,203,826	13,231,479	15,653,646	15,889,965
68 - Interfund Services		588,522	232,916	300,527	(1,930,722)	(697,432)
70 - Capital Asset Acquisitions		1,903,805	1,275,601	1,335,865	2,334,762	2,037,652
TOTAL OPERATING & MAINT		61,815,689	61,412,393	61,203,591	69,326,773	71,302,237
89 - AFFILIATED ORGANIZATIONS		28,476,366	28,461,078	28,476,256	29,108,729	30,108,729
90 - GRANTS		1,037,000	635,000	3,050,000	4,765,000	4,300,000
95 - CONTINGENCIES & RESTRICTIONS		-	-	-	(6,301,082)	(5,912,068)
94 - OTHER SOURCES & USES		(618,619)	(1,407,972)	(800,165)	(600,000)	(700,000)
TOTAL EXPENDITURES		347,738,579	353,957,409	358,916,944	368,653,222	379,811,451
PLANNED FUND BALANCE CHANGE		-	-	-	(1,634,603)	(7,800,000)
96 - Operating Transfers In		(2,346,401)	(1,670,050)	(1,761,343)	(1,918,708)	(1,789,545)
98 - Operating Transfers Out		20,676,746	20,545,056	19,375,573	15,866,329	16,096,352
NET TRANSFERS		18,330,346	18,875,007	17,614,230	13,947,621	14,306,807
TOTAL GENERAL FUND		(2,860,047)	(7,627,714)	(5,355,654)	-	-

Net Expenditures by Division *

General Fund

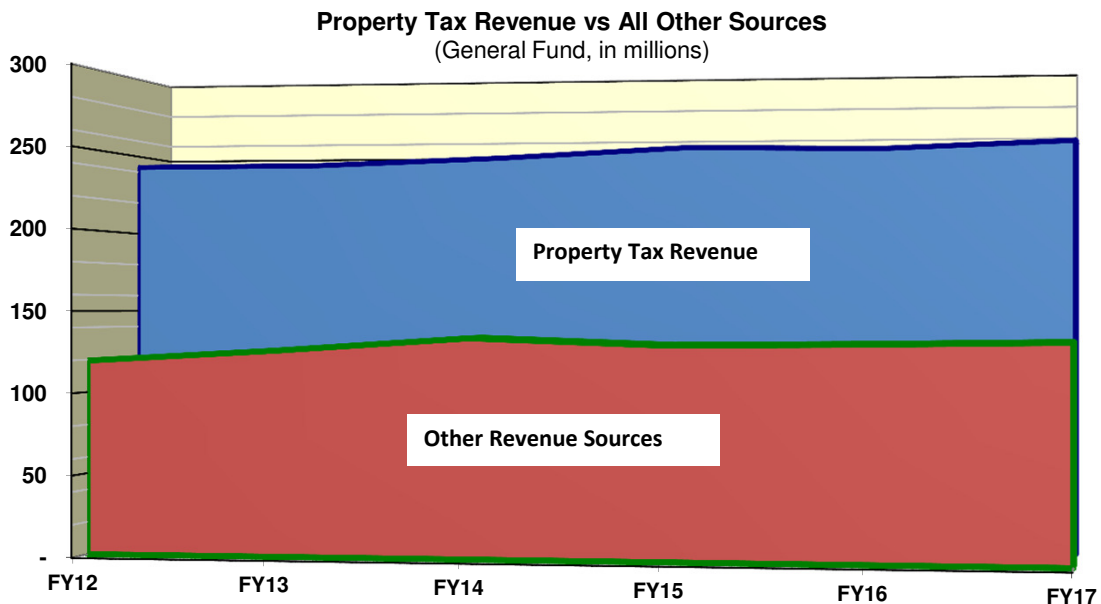
DIVISION/DEPARTMENT	FY13 ACTUAL	FY14 ACTUAL	FY15 ACTUAL	FY16 AMENDED	FY17 ADOPTED
MAYOR'S ADMINISTRATION:					
Administration & Finance	(231,075,922)	(237,305,438)	(241,753,199)	(246,539,022)	(260,556,094)
Information Technology	8,197,246	8,606,042	8,566,186	9,246,707	9,257,358
Planning & Development	395,760	386,414	401,810	407,222	426,315
Public Works	16,496,719	15,368,250	16,066,711	17,607,239	20,636,945
Health Services	19,166,934	21,253,234	21,747,123	22,236,560	23,677,786
Community Services	7,758,463	7,903,074	7,520,349	8,097,059	8,113,248
SUBTOTAL	(179,060,800)	(183,788,424)	(187,451,020)	(188,944,235)	(198,444,443)
SHERIFF:					
Sheriff Administration	18,371,001	17,927,676	17,307,260	9,669,948	12,063,354
Law Enforcement	54,668,344	58,610,673	59,492,690	65,032,665	66,472,646
Jail	70,789,098	73,345,895	73,810,666	85,024,509	86,748,000
SUBTOTAL	143,828,443	149,884,243	150,610,616	159,727,123	165,284,001
JUDICIAL:					
Chancery Court	(1,807,816)	(2,623,959)	(2,064,166)	(1,634,900)	(1,226,893)
Circuit Court	(413,236)	(317,708)	(147,095)	(287,453)	31,009
Criminal Court	616,730	1,099,531	371,910	901,944	836,166
General Sessions Court	3,615,366	3,568,645	3,954,624	3,816,225	5,023,895
Probate Court	543,825	591,883	598,996	690,428	706,010
Juvenile Court	18,410,960	19,643,095	19,949,168	14,588,394	13,780,090
Attorney General	9,442,233	9,742,400	9,734,892	10,022,258	10,743,330
Public Defender	6,173,325	5,674,399	6,551,047	7,346,386	7,758,358
Divorce Ref. / Jury Comm.	1,155,540	1,311,996	1,128,224	1,202,877	1,264,573
SUBTOTAL	37,736,928	38,690,284	40,077,599	36,646,161	38,916,539
OTHER ELECTED OFFICIALS:					
Legislative Operations	2,743,096	2,167,935	2,132,253	2,488,570	2,716,455
Equal Opportunity	676,403	633,838	667,364	715,511	749,251
Assessor	10,117,684	6,823,543	9,541,739	10,510,514	10,692,710
County Clerk	(4,929,914)	(5,486,922)	(5,843,779)	(5,308,978)	(5,507,264)
Register	(2,568,239)	(2,031,672)	(1,707,763)	(1,561,615)	(1,796,107)
Trustee	(15,332,526)	(16,723,809)	(17,084,707)	(15,908,457)	(16,687,388)
Election Commission	3,928,878	2,203,270	3,702,042	1,635,406	4,076,246
SUBTOTAL	(5,364,618)	(12,413,816)	(8,592,850)	(7,429,049)	(5,756,097)
TOTAL GENERAL FUND	(2,860,047)	(7,627,715)	(5,355,654)	-	-

**Includes all Sources and Uses of Funds*

Revenue Overview

General Fund

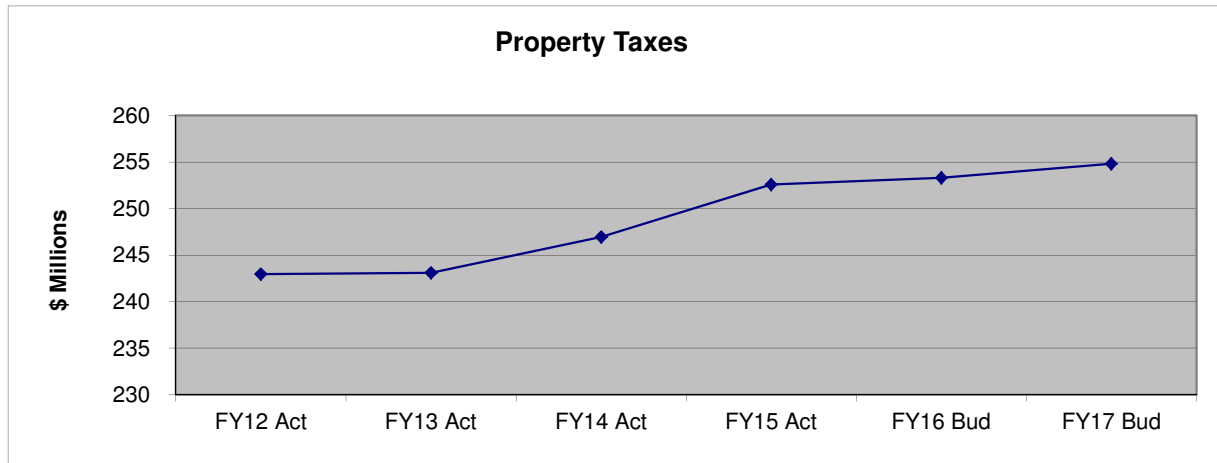
REVENUE SOURCE	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Amended	FY17 Adopted
Property Taxes	(243,102,953)	(246,933,781)	(252,568,770)	(250,825,000)	(254,833,000)
% of Total	65.9%	64.9%	66.1%	65.8%	66.0%
Fines, Fees & Permits	(63,598,246)	(64,612,993)	(64,200,149)	(63,907,000)	(64,161,000)
% of Total	17.2%	17.0%	16.8%	16.8%	16.6%
Other Local Taxes	(30,987,178)	(34,048,774)	(32,350,887)	(31,730,000)	(33,989,000)
% of Total	8.4%	8.9%	8.5%	8.3%	8.8%
Intergovernmental - State	(19,448,535)	(19,588,987)	(20,557,391)	(21,857,298)	(21,687,200)
% of Total	5.3%	5.1%	5.4%	5.7%	5.6%
Intergovernmental-Fed&Local	(7,576,952)	(11,270,945)	(7,258,450)	(8,262,293)	(7,619,417)
% of Total	2.1%	3.0%	1.9%	2.2%	2.0%
Charges for Services	(3,429,291)	(3,360,557)	(3,753,190)	(3,707,250)	(3,326,941)
% of Total	0.9%	0.9%	1.0%	1.0%	0.9%
Other Revenue	(425,431)	(272,660)	(815,237)	(284,000)	(303,200)
% of Total	0.1%	0.1%	0.2%	0.1%	0.1%
Interest Income	(360,385)	(371,433)	(382,754)	(393,400)	(398,500)
% of Total	0.1%	0.1%	0.1%	0.1%	0.1%
Total General Fund Revenue	(368,928,971)	(380,460,129)	(381,886,828)	(380,966,240)	(386,318,258)
% Change from Prior Year	-1.6%	3.1%	0.4%	-0.2%	1.4%
\$ Change from Prior Year (Decrease)		11,531,158	1,426,699	-920,587	5,352,018



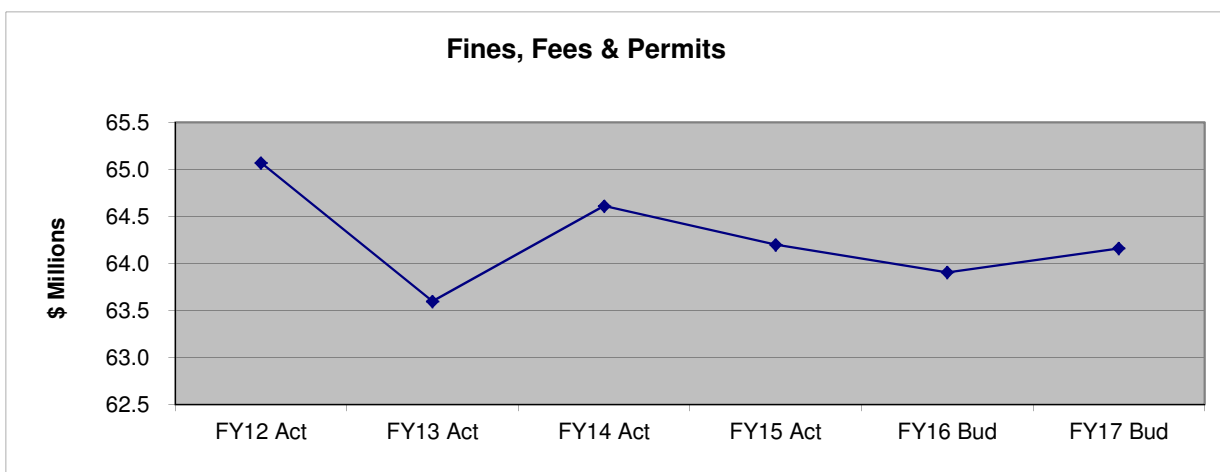
Property tax revenue has remained relatively stable as a percentage of total revenues that support General Fund operations.

GENERAL FUND REVENUE TRENDS AND ASSUMPTIONS

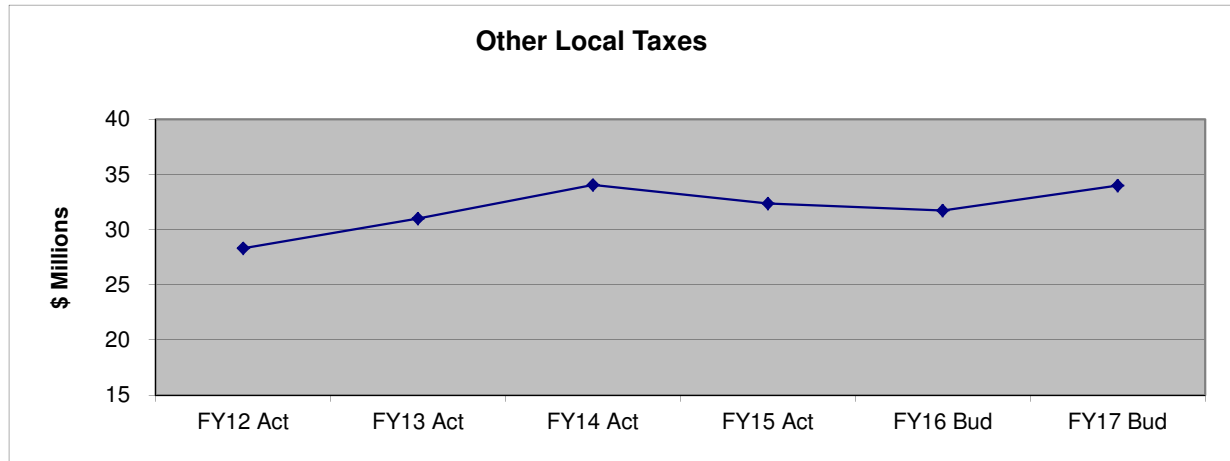
Property Tax Revenues continue to provide the primary source of operating funds for Shelby County, accounting for 66% of total General Fund revenues. Delinquent taxes represent \$8.0 million (or 3.1%) of total property tax collections. The General Fund is allocated \$1.45 or 33% of the total tax rate, including three cents (\$0.03) that were reallocated from Debt Service to the General Fund for FY12. The gradual overall growth in property tax collections is proportionately reflected in share to the General Fund. Further discussion of property taxes is provided in the "All Funds Summary" section.



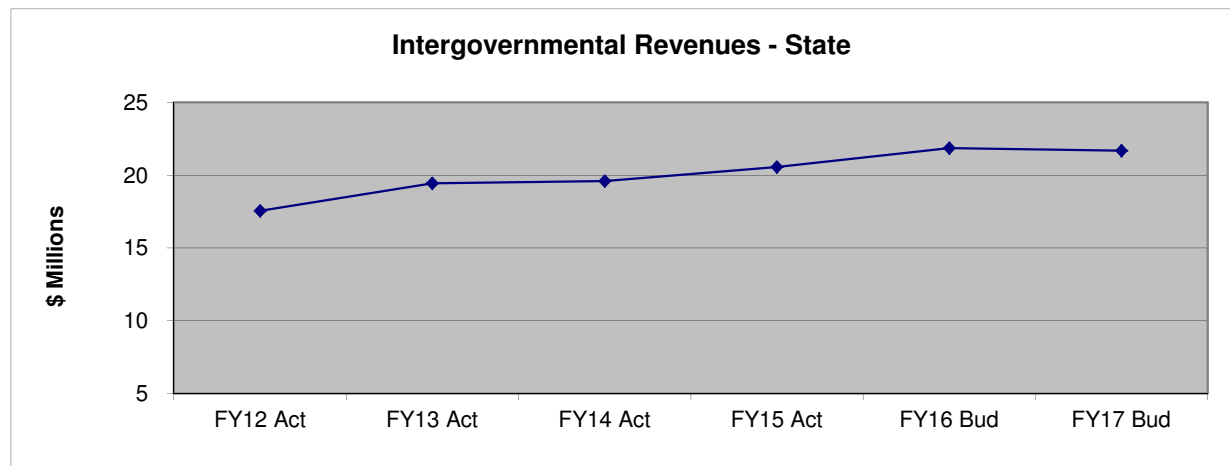
Fines, Fees & Permits represent the second largest source of General Fund income at 16.6% of total revenue. This category includes fees collected by the Courts and Other Elected Officials such as the County Clerk, Register and Trustee. Additional fees expected to be generated from the County Clerk and Register in FY17 will compensate somewhat for reduced collections by Chancery, Circuit and General Sessions courts. Cable Franchise Fees have also shown growth in recent years. This revenue category has experienced some volatility in collections during the economic recovery.



Other Local Taxes are expected to contribute 8.8% of all General Fund revenues in FY17. Business Taxes represent almost half of this category at \$15.0 million. The FY17 budget recognizes a \$600K increase in In-Lieu-of-Tax payments collected from MLG&W offset by a \$300K decline in other companies with PILOT agreements.



Intergovernmental Revenue collected from the State of Tennessee accounts for 5.6% of all General Fund revenue. State revenue includes the County share of the State Income Tax (\$1.8), the TVA Replacement Tax (\$7.0), cost reimbursements related to the Public Defender (\$5.1), the Jail (\$1.8) as well as various grant programs. Bank Excise Taxes are projected to grow by \$700K based on current activity and market rates.



Intergovernmental Revenue - Federal & Local sources contribute 2.0% to the County General Fund - a \$0.7 million decrease from the FY16 Budget. This decrease is due to only non-reimbursable elections scheduled in the FY17 cycle.

Charges for Services, Other Revenue Sources and Interest Income account for only about 1.0% of all General Fund revenues. Most of this revenue is derived from TennCare revenue, Health Department Patient Services, the Inmate Phone System, the Edmund Orgill Golf Course and charges for internal print and mail services (previously recorded in an Internal Service Fund).

Fund Balance Analysis

General Fund

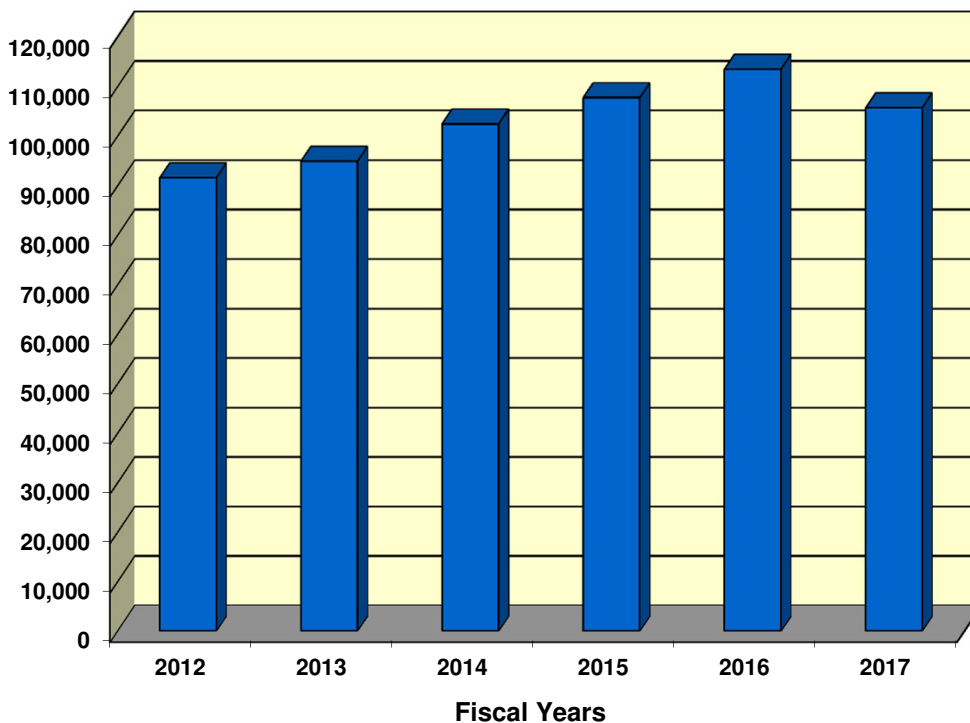
Fund Balance is a term used to express equity - the excess of what the County owns (assets) over what the County owes (liabilities) for a single fund. A healthy fund balance is important to financial planning and budgeting for the following reasons:

- To provide funds for unforeseen expenses or emergencies
- To ensure sufficient cash flow within the property tax collection cycle
- To demonstrate financial stability for higher bond ratings and lower cost of debt

Shelby County has steadily increased General Fund balance as a percentage of revenue over the past five years to a level within the 20-30% range specified by current Shelby County policy.

Summary of General Fund Balance

Fiscal Years 2012 - 2017 at June 30
(in thousands)



	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Projection	2017 Budget
Beginning Fund Balance at July 1	86,867	92,899	95,760	103,388	108,743	114,482
Revenue/Sources of Funds	362,350	368,929	380,460	381,887	387,994	388,808
Uses of Funds	-356,318	-366,068	-372,832	-376,531	-382,256	-396,608
Net Operations	6,032	2,861	7,628	5,356	5,738	-7,800
Ending Fund Balance at June 30	92,899	95,760	103,388	108,743	114,482	106,682
Unassigned Ending Fund Balance	91,591	94,913	102,470	107,773	113,497	105,697
Unassigned as a % of Revenue	25.3%	25.7%	26.9%	28.2%	29.3%	27.2%

Five Year Projections

General Fund

Acct	Description	FY17 Adopted	FY18 Projected	FY19 Projected	FY20 Projected	FY21 Projected
Assumptions:						
	Property Tax % increase-Current	1.0%	3.0%	1.0%	1.0%	1.0%
	Property Tax % increase-Prior Yrs	-0.8%	0.0%	0.0%	0.0%	0.0%
	Salary Increase	2.0%	2.0%	2.0%	2.0%	2.0%
	Pension % of Salaries (5102)	16.87%	18.12%	19.37%	20.62%	21.87%
	OPEB % of Salaries (5102)	6.34%	6.09%	5.84%	5.59%	5.34%
	Health Insurance % increase	5.0%	5.0%	5.0%	5.0%	5.0%
	Operating and Maint % Increase	1.0%	1.0%	1.0%	1.0%	1.0%
	Property Tax Rate	1.45	1.45	1.45	1.45	1.45
	Penny Value	\$ 1,702,000	\$ 1,750,000	\$ 1,770,000	\$ 1,790,000	\$ 1,810,000
40 -	Property Taxes	(254,833,000)	(261,795,000)	(264,696,000)	(267,597,000)	(270,498,000)
41 -	Other Local Taxes	(33,989,000)	(34,016,000)	(34,043,000)	(34,070,000)	(34,098,000)
43 -	State Revenues	(21,687,200)	(22,737,200)	(22,787,200)	(22,837,200)	(21,887,200)
44 -	Federal & Local Revenues	(7,619,417)	(9,884,417)	(6,884,417)	(8,884,417)	(9,884,417)
45 -	Charges for Services	(3,326,941)	(3,326,941)	(3,326,941)	(3,326,941)	(3,326,941)
46 -	Fines, Fees & Permits	(64,161,000)	(66,761,000)	(67,361,000)	(67,961,000)	(68,561,000)
47 -	Other Revenue	(303,200)	(703,200)	(703,200)	(703,200)	(703,200)
48 -	Investment Income	(398,500)	(1,048,500)	(1,298,500)	(1,548,500)	(1,798,500)
	Revenue	(386,318,258)	(400,272,258)	(401,100,258)	(406,928,258)	(410,757,258)
51 -	Salaries-Regular Pay	206,233,953	209,051,420	214,025,236	217,798,529	222,147,288
52 -	Salaries-Other Compensation	15,137,373	15,390,021	15,618,729	15,852,011	16,089,959
5510 -	Retirement Benefits - County	33,801,519	37,560,422	40,951,829	44,463,569	48,099,103
5511 -	OPEB Benefits*	10,703,120	12,623,784	12,346,860	12,053,897	11,744,362
554x -	Group Health Insurance	25,784,236	27,073,448	28,427,120	29,848,476	31,340,900
55xx -	Other Fringe Benefits	6,388,901	6,329,389	6,382,571	6,358,818	6,364,589
56 -	Salary Restriction	(17,336,550)	(17,336,550)	(17,336,550)	(17,336,550)	(17,336,550)
	Salaries & Fringe Benefits	280,712,552	290,691,934	300,415,796	309,038,750	318,449,651
60 -	Supplies & Materials	8,836,544	8,924,910	9,014,159	9,104,302	9,195,346
64 -	Services & Other Expenses	10,750,936	10,858,447	10,967,032	11,076,705	11,187,473
66 -	Professional & Contracted Svcs	34,484,572	35,088,756	35,706,761	36,338,961	36,985,738
67 -	Rent, Utilities & Maintenance	15,889,965	16,048,866	16,209,355	16,371,447	16,535,163
68 -	Interfund Services	(697,432)	(704,406)	(711,451)	(718,566)	(725,751)
70 -	Capital Asset Acquisitions	2,037,652	2,058,030	2,078,610	2,099,396	2,120,390
	Operating & Maintenance	71,302,237	72,274,603	73,264,466	74,272,245	75,298,359
	Affiliated Organizations	30,108,729	30,108,729	30,108,729	30,108,729	30,108,729
	Grants	4,300,000	4,300,000	4,300,000	4,300,000	4,300,000
	Contingencies & Restrictions	(5,912,068)	(5,912,068)	(5,912,068)	(5,912,068)	(5,912,068)
	Other Financing Sources	(700,000)	(700,000)	(700,000)	(700,000)	(700,000)
	Expenditures	379,811,450	390,763,198	401,476,923	411,107,656	421,544,671
	Net Transfers	14,306,807	14,306,807	14,306,807	14,306,807	14,306,807
	Use of Fund Balance	(7,800,000)	-	-	-	-
	PROJECTED DEFICIT/(SURPLUS)	\$ -	\$ 4,797,747	\$ 14,683,472	\$ 18,486,205	\$ 25,094,220
	Change from Prior Year		\$ 4,797,747	\$ 9,885,724	\$ 3,802,734	\$ 6,608,015

*FY17 Adopted Budget reflects reduction of \$2 million related to changes to the retiree life insurance plan approved by the Commission. That decision was later reversed and the budget amended to restore the original rate.

A projection of General Fund revenue and expenditures is prepared annually as the first step in the budget process to forecast expected trends through the next five years. Initial projections are updated as necessary throughout the year to incorporate new information or major changes in assumptions. Long term projections allow the Administration and County Commission to make current decisions with a more informed awareness of the future impact of those decisions.

Assumptions included in the five year projections are listed below. Specific rates and amounts are shown in the schedule provided on the previous page.

- **Property tax revenue** has been projected at 1% growth for FY17, followed by 3% in the reappraisal year of FY18 and 1% annually thereafter. The increase reflects both a stabilization of realty values in Shelby County with the economic recovery as well as improved collection rates by the Trustee. Collection of delinquent taxes is expected to remain flat for the next several years as the current collection rates are maintained at a very high level. Because property taxes are the county's primary revenue source and the foundation for an accurate budget forecast, the Trustee and the Assessor provide extensive input for these projections each year.
- **Property tax rate** has been maintained at current level for the next five years.
- **Other revenues** have been projected at current collection levels with adjustments for trending patterns. The impact of reimbursements for election cycles and reappraisals is also reflected in the appropriate years. A conservative and realistic approach to revenue forecasting has proven to be an effective predictor for future trends. Due to legal restrictions imposed by the State, the County does not have viable options for significant sources of new revenue.
- **Salary increase for employees** of 2% per year has been included as an average. Actual increases will vary based upon the federal Cost of Living Adjustment (COLA), Consumer Price Index (CPI) and other factors. The growth of personnel expense for Shelby County (which accounts for 70% of all costs) has been contained through headcount reduction and cost control of benefits. However, it remains a priority to provide adequate employee compensation to attract and retain a productive workforce.
- **Pension expense** gradual increase as a percentage of salaries reflects the projection of actual investment returns at less than the 7.5% assumed annual rate of return. This return assumption may need to be further reduced if current market conditions continue.
- **OPEB expense** will decline annually based on actuarial reports. Changes to the pension and OPEB plans have allowed the County to contain the growth of these expenses.
- **Health insurance** coverage is expected to increase by about 5% annually. The County has effectively managed this escalating cost factor through changes to benefit plans and cost-sharing with employees.
- **Operating and maintenance** expenses have been inflated by 1% annually, primarily to allow for increases in utilities and major contractual obligations for services and technology. The County has implemented various efficiency measures and purchasing strategies to control rising costs of information technology, telephones, printing, and vehicle repairs.

Actual revenue collections and expenditures are also forecasted on a monthly basis throughout the current fiscal year to ensure budget compliance and sufficient cash flow availability. Fund Balance policies have been adopted as guidance for maintaining adequate fund balance levels and making budget decisions concerning the use of fund balance and to establish strategies for replenishing or reducing the fund balance to target ranges. The General Fund does not absorb discontinued grant programs or cost increases from other funds.

Position Control Budget

General Fund Trends

Personnel costs account for 71% of all General Fund expenditures. That factor makes Position Control the most significant single element for cost containment. Shelby County has implemented and maintained over the past decade several strategic efforts to control the impact of salaries and escalating fringe benefits, including:

1. **Workforce growth** has been contained through planned elimination of vacant positions rather than layoffs. As a result, the current workforce is significantly less today than it was in 2004 - without significant reductions to services. The period between 2004-2012 showed a steady annual decline in funded positions - a significant factor in the County's financial stability through the recession. In the past 5 years, a total of 75 positions have been added primarily in Criminal Justice functions:
 - 2013 – Addition of 35 School Resource Officers as a result of the consolidation of City and County school systems.
 - 2014 – Addition of 27 Public Defender positions for juvenile defense in compliance with a Department of Justice ruling
 - 2015 – Expansion of the General Sessions Environmental Court
 - 2016 – Addition of 21 positions related to Juvenile Court security, defense and programs; transfer of 113 positions from Juvenile Court to the Sheriff
 - 2017 – Addition of 13 positions related to workload issues for the Attorney General, Public Defender and Veteran's Court.
2. **Average annual salary increases** have been limited to only 1.3% over the past 10 years, including a 2.0% cost of living increase for FY17. General raises have been provided for employees in only 6 of the past 10 years, as shown below:

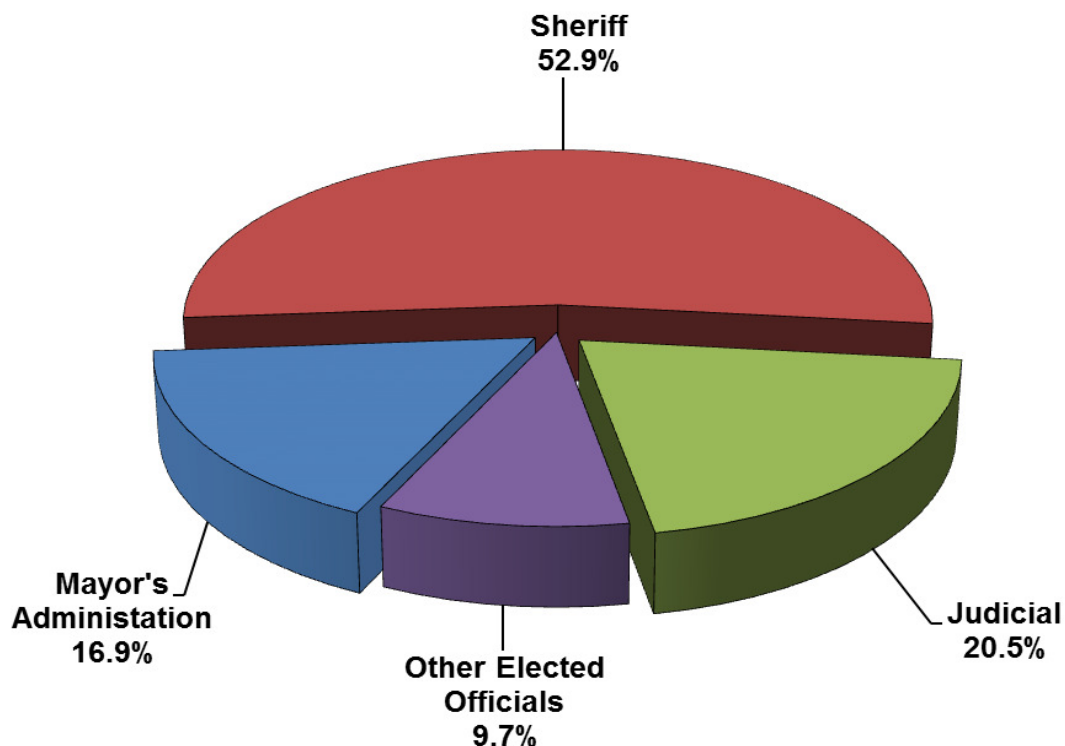
	Increase	Stipend	Date
FY17	2.0%		7/1/16
FY16	1.7%		7/1/15
FY15	3.0%		7/1/14
FY14	-		
FY13	1.0%		7/1/12
FY12	-	\$650	1/1/12
FY11	2.0%		7/1/10
FY10	-		
FY09	-		
FY08	3.0%		10/1/07

3. **Position control procedures** require that any salary increase requests for equity or approved reclassifications must be funded from reductions to other budgeted positions or funds reserved for this purpose. This policy ensures that the base budget does not grow at a rate that exceeds any approved general annual increases. A **Hiring Oversight Committee** reviews all requests to fill vacant positions or to reclassify positions with a resulting salary increase.
4. **Limitations to benefits** offered for retirement, and health coverage have been evaluated on an annual basis, with some reductions applied to newly hired employees. Existing employees contribute more to specified pension plans and share the cost of health coverage rate increases.

Significant challenges exist to the ongoing containment of personnel costs, including:

1. **Escalating costs** for health insurance, pensions and other post-employment benefits continue to impact the total expense associated with base salaries. The total cost of salaries and benefits has continued to rise even as the workforce has been reduced. Compliance with the Affordable Care Act has had an impact on both the cost of health care programs and flexibility in the use of temporary labor.
2. **Increases for cost of living (COLA) adjustments and competitive market salary rates** are necessary to attract and retain productive employees. An independent consultant has been contracted to review salaries throughout County government.
3. **Feasibility of further staffing reductions** is limited by the need to provide the required services at a level the citizens expect. Because public safety remains a high priority for Shelby County, reductions in this area are unpopular. With 53% of all General Fund employees allocated to the Sheriff, options for reductions in other areas are limited.

General Fund Positions



Criminal Justice functions (including the Sheriff and Courts) account for 73% of all General Fund positions.

Position Control Budget

General Fund Trends

DIVISION	FY11	FY12	FY13	FY14	FY15	FY16	FY17	16-17 Change
MAYOR'S ADMINISTRATION:								
Administration & Finance	180.0	177.0	184.0	187.5	180.5	174.4	172.4	(2.0)
Information Technology	78.0	75.0	82.0	85.0	87.0	87.0	84.0	(3.0)
Planning & Development	6.5	5.7	5.0	5.0	5.0	5.0	4.0	(1.0)
Public Works	157.0	146.0	139.0	143.0	142.0	156.0	161.0	5.0
Health Services	166.6	156.8	146.6	146.5	146.0	147.0	147.1	0.1
Community Services	102.1	97.1	96.0	96.0	94.0	95.0	95.0	-
TOTAL	690.2	657.6	652.6	663.0	654.5	664.4	663.5	(0.9)
SHERIFF:								
Sheriff Administration	197.0	196.0	193.0	190.0	191.0	186.0	186.0	-
Law Enforcement	647.8	650.8	689.8	690.3	691.0	732.0	732.0	-
Jail	1,128.0	1,117.0	1,105.0	1,097.0	1,083.0	1,162.0	1,162.0	-
TOTAL	1,972.8	1,963.8	1,987.8	1,977.3	1,965.0	2,080.0	2,080.0	-
JUDICIAL	854.7	852.7	851.7	881.5	892.0	792.0	804.7	12.7
OTHER ELECTED OFFICIALS	393.0	383.0	383.0	381.0	384.5	382.0	383.0	1.0
TOTAL FTE - GENERAL FUND	3,910.7	3,857.1	3,875.1	3,902.8	3,896.0	3,918.5	3,931.2	12.8
Change from prior year	-	(53.6)	18.0	27.7	(6.8)	22.5	12.8	
Cumulative Change since FY11		(53.6)	(35.6)	(7.9)	(14.7)	7.8	20.5	

FTE Position Trend



The FTE Position count declined annually between 2004-2012. Since then, several increases have been necessary to support public safety and judicial functions. The cumulative change over the past six years is an increase of twenty (20) positions.

Position Control Budget

FY17 FTE Changes

Dept	Division	Change	Reason for FTE Change
<u>MAYOR'S ADMINISTRATION</u>			
2009	County Attorney	-1.0	Transfer to Divorce Referee
2014	Human Resources	-1.0	Deleted as result of outsourcing FMLA function
2500	Information Technology	-3.0	Deleted for reorganization
2700	Planning & Development	-1.0	Transferred position to grants
3073	Public Works	5.0	Transferred 5 positions from Juvenile Court to assume Building Maintenance function
4000	Health Services	0.1	Change to funding split with grant
Net FTE Change - Mayor's Admin		-0.9	
<u>SHERIFF</u>			
		0.0	No Changes
Net FTE Change - Sheriff		0.0	
<u>JUDICIAL/COURTS</u>			
7041	General Sessions Court	4.5	Added 3 for Veteran's Court, 1.5 Judicial Commissioners
7061	Juvenile Court Judge	-5.0	Transferred 5 positions to Support Service related to Building Maintenance function
7085	Public Defender	5.0	Added Investigators, Asst. Public Defenders
7085	Divorce Referee	1.0	Transfer from County Attorney
7090	Attorney General	-1.8	Transferred positions to grants
7090	Attorney General	9.0	Investigators, Analysts, Attorneys
Net FTE Change - Judicial		12.7	
<u>ELECTED OFFICIALS</u>			
8002	County Commission - EOC	-1.0	Deleted Deputy Administrator
8002	County Commission - Legislative Ops	1.0	Added Clerical Specialist
8009	Election Commission	1.0	Added 1 Tech Specialist Position
Net FTE Change - Elected Officials		1.0	
Total FTE Changes to General Fund		12.8	

Notes: Transfers of positions within the same Division are not included on this schedule.
More position detail is provided within each of the Division sections.

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